



STRATEGIC PLAN

SUMMARY BOOKLET

June, 2016

MISSION

The mission of the Institute is to teach, by word and example, the principles and practices of nonviolence, and to foster a community that addresses potentially violent situations with nonviolent solutions.

*Made Possible by generous support from
The Rhode Island Foundation*

VISION

We are engaged in a movement to achieve a durable and lasting reduction in the violence that occurs in our communities. We believe in the Rev. Dr. Martin Luther King Jr.'s concept of the *Beloved Community* and consider all people to be members of that community.

VALUES

Our approach to Nonviolence is collaborative, inclusive, and holistic. Founded in 2001, this approach is rooted in the principles and practices of the Rev. Dr. Martin Luther King Jr. We are committed to learning and living this Nonviolence philosophy. We support our mission with dignity and integrity.

Relationships are the foundation upon which we do our work. We build relationships at many levels of society. We build relationships that are vital, current, and intimate. We do not judge, we serve. We do not exclude, because all are members of the Beloved Community. The trust and credibility we have earned gives us access to the right people at the right time so that we can impact circumstances where violence has or might occur.

Institute staff are skilled professionals in this field and, along with our volunteers, board of directors, and partners, they share a deep sense of commitment and faith in the power and justice in our cause. Kingian Nonviolence is what provides us with the energy to persevere and progress in our difficult work.

WHO ARE WE?

At the time of this writing, the Institute looks like this:

- Some twenty full-time staff
- Thirty-five board members
- Five program areas
- In-depth partnerships with law enforcement, hospitals, government entities, social services, and community groups

THE FIVE PROGRAM AREAS FOR THE INSTITUTE ARE:

Nonviolence Training
Streetworkers Program
Employment Services
Victims Services
Reentry Services

WHO DO WE SERVE?

DEMOGRAPHICS OF CLIENTS SERVED BY THE INSTITUTE:

- Most have very low or low/moderate income.
- The majority are members of minority populations (African American, Asian, Hispanic/Latino, or Other/Multiracial).
- Over half have had prior involvement with the criminal justice system.
- Some have children of their own or are pregnant.
- A small but significant percentage were homeless, runaways, and/or were in foster care.

CLIENTS OF THE INSTITUTE HAVE FACED VIOLENCE IN THEIR LIVES. MANY HAVE:

- Lost one or more family members to murder.
- Lost one or more friends to murder.
- Had friends injured by violence (stabblings or shootings).
- Witnessed violence at school.
- Witnessed violence at home between adults.
- Family members in prison.

WHAT DO WE DO?

THE CONTINUUM OF CARE FROM **PREVENTION TO INTERVENTION**

The suite of services provided by the Institute serve clients at different stages along the continuum between nonviolence *prevention* and *intervention*.

The Institute **teaches** at risk people that there are other, nonviolent routes that they could choose which *prevent* violence from occurring and ultimately produce better long-term outcomes. At the same time, there are urgent and volatile situations that need to be addressed. Complex and intense disputes and rivalries well up between various factions within the community. The Institute **intervenes** in effort to defuse crisis situations.

The Institute involves itself along all stages of this continuum between prevention and intervention, because one could never prioritize a client at one point in this journey over the someone at any other point. All are different components of the *Beloved Community*.



Prevention

Training Services
Employment Services
Reentry Services

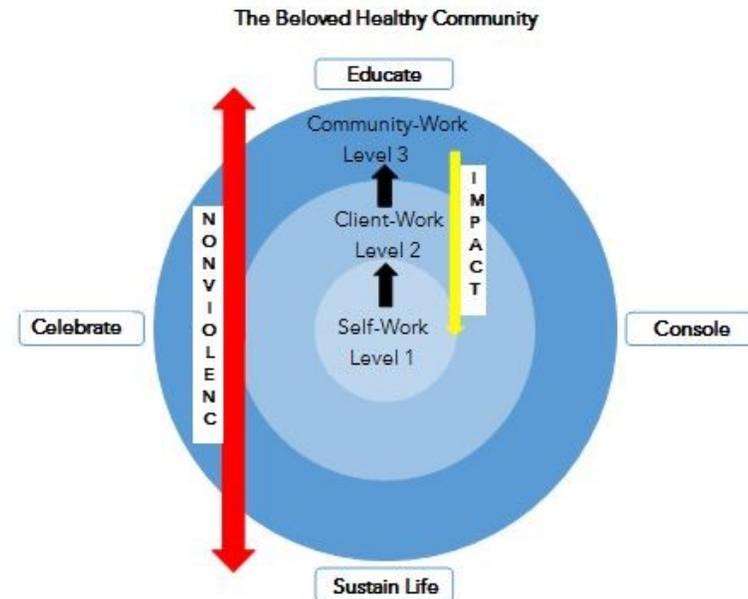
Intervention

Streetworkers Program
Victim Services

WHAT IS OUR MODEL?

The Institute is engaged in building the *Beloved Healthy Community*. Our work begins internally, with intensive self-work (Level 1 below), in order to be able to effectively address the needs of Institute clients (Level 2), and in turn impact the broader community (Level 3). At all levels, the Institute balances growth in terms of four dimensions: Educate, Console, Sustain Life, and Celebrate.

The Institute for the Study & Practice of Nonviolence - Violence Reduction Strategy **USING NONVIOLENCE**



HOW WILL WE GROW?

GROWTH THROUGH TEACHING NONVIOLENCE.

The Institute teaches nonviolence in classrooms, seminars, retreats, and other forums. *We teach to those who, in their daily life and work, are faced with or can impact violence.* Examples include people in the criminal justice system (probation officers, police, prison guards), medical and counselling industry (ER workers, doctors, social workers), government (departments dealing with urban development and poverty). Also, people in affluent communities (elite schools, corporate executive suites) can use nonviolence training to examine their own privilege. Teaching is an excellent area for growth in that it is highly portable (can be done in many geographical locations), is based upon proprietary expertise (i.e., the Institute's model), and is applicable across multiple markets (urban core, affluent niches, different cities, etc.). We are also exploring "new economy" opportunities such as webcasts and blogs.

GROWTH OF A NATIONAL CENTER OF EXCELLENCE IN NONVIOLENCE.

The Institute is a pioneer in our model for violence mitigation and prevention. We have relationships and experiences that give us unique understanding and access to the field/discipline of Nonviolence. We are working to *establish ourselves as a national center* of thought and research. We serve as a sort of laboratory for nonviolence training, intervention, and thought. Signature events, national conferences, research, fellowships, scholarship, and recognition programs all provide opportunities to continue our study and for resource development.

GROWTH THROUGH PARTNERSHIPS.

Our model for violence prevention is holistic, inclusive, and collaborative. This highly-involved relationship-based approach takes time to build and maintain. We grow into new geographic markets by providing *technical assistance to local partners*. We develop and support our partners by providing consultative advice, and usable tools such as templates, manuals, training, and ongoing support. We adapt our offerings to the local needs and capacities present within each new community in which we work.

WHO'S ON OUR TEAM?

STAFF

PJ Fox III, *Executive Director*
Kalene Brennan, *Dir. of Development*
Juan Carter, *Director of Streetworker Program*
Celeste Jeffrey, *Director of Employment Services*
Wanda Laracuente, *Office Manager*
Sal Monteiro, *Director of Training*
Lynne-Marie Shea, *Director of Victims Services*
Ajay Benton, *Case Manager*
Melissa DaRosa, *Streetworker*
Ray Duggan, *Streetworker & Front Desk*

Russell Ford-Brown, *Streetworker*
Arthur Johnson, *Streetworker*
Tony Kim, *Streetworker*
Eliesel Morales, *Streetworker*
Javon Morris, *Streetworker*
Manny Nunez, *Streetworker*
Jose Rodriguez, *Victim Services Case Manager*
Jordan Seaberry, *Victim Advocate*
Sarah Walachy, *Development Assistant*

BOARD OF DIRECTORS

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BOARD OF DIRECTORS, Continued

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In Memoriam: Sister Ann Keefe, SSJ, St. Michael's Church, Co-Founder
Father Ray Malm, *retired Priest of St. Joseph's Church, Co-Founder*
Maggie Meany, *Chief Operating Officer, Amos House*
Hon. John J McConnell, Jr., *Judge, US District Court*
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Rev. James Miller, *Former Executive Minister, RI State Council of Churches*

Heidi Keller Moon, *Community Activist*
F. Paul Mooney, Jr., *President, George Fuller & Son*
Cleora O'Connor, *Providence School Department*
Colonel Steven O'Donnell, *Superintendent, RI State Police*
Captain Oscar Perez, *Providence Police Department*
Barry Preston, *Managing Director & CFO, Armory Revival Company*
Roberta Richman, *Retired Assistant Warden, RI Adult Correctional Institution*
John D. Sinnott, *Vice President, Gilbane Building Company*
Barbara Sokoloff, *President, Sokoloff & Associates*
Nondas Hurst Voll, *Community Activist*
The Very Reverend Jeffery A Williams, *Pastor, The King's Cathedral*

CLIENT VOICES

"I do not know what would happen to us if a program like the Institute for the Study and Practice of Nonviolence did not exist to give us unconditional support. I am very grateful for organizations like the Nonviolence Institute that lead us in moments when tragedy blinds us. The Institute is always there to guide us in any situation."

— *Victim Services client*

"In July of 2014, I went through the hardest, most traumatic time of my life. The first time I met AJ and Lynn [sic], I had just woken up from a coma. I felt as though I had nothing to live for. I was bedridden, depressed, and felt as though my world had crumbled to pieces. However, despite my lack of desire to move forward, the staff from the Institute for Nonviolence never gave up on me. Lynn and Celeste stayed by my side, regardless of my reluctance to participate in the program. They never lost hope. This hope was infectious, and soon enough, I began to believe that if they believed in me, I could believe in myself..."

— *Excerpted from letter written by a client of the Institute.*

"The streetworkers respond to every shooting and stabbing in the city, and receive access to the victims. As community members, they are entrusted in comforting and meeting the needs of the victims, their families and their friends. The streetworkers' intervention is crucial in another respect, that of being a voice of reason in highly charged environments, resulting in preventing further retaliation and violence."

— *Col. Hugh T. Clements, Jr., Providence Police Dept.*

CLIENT VOICES

"The biggest thing I probably took away from this is... Never go to just violence. Try to talk it out with the person you're arguing with... If the problem goes to the physical stage, it's gone too far." — *5th grader at Moses Brown School after participating in a Nonviolence training program*

"The Institute taught me that longevity and growth in relationships cannot be accomplished without trust." — *Employment Services client*

"I learned the quality of receiving and treating guests and strangers in a generous way." — *Employment Services client*

"I learned no matter where you come from or what you have been through, you can get through things if you put your heart into it." — *Employment Services client*

STRATEGIC OBJECTIVES FOR MANAGEMENT

Center of Excellence in Nonviolence

Build to become the center of thought and research in this field.

- Periodic speaker series where questions are confronted/discussed by different segments of the community.
- Signature event featuring national leaders in the fields of nonviolence and violence reduction.
- Writing, publishing, blogging about work done and lessons learned.

Relationship Management

Implement plans to ensure that relationships are equally strong with each constituent group.

- Consider each spoke of the Relationship Wheel. Articulate what each constituent group needs or expects from the Institute.
- Consistently consider responsibilities, overlap and role of senior staff in these relationship links. Implement ongoing training.
- Develop ability to measure skill in this area.

Evaluation Capacity

Grow and implement the systems required to measure operations and demonstrate impact.

- Engage selected board members, volunteers, and staff to continually improve and implement evaluation program.
- Measure the most important areas of operation and outcomes. Select very few metrics in each category.

Resource Development

Institute a management culture whereby resource development, especially but not solely financial, is the responsibility of all, not just one department or committee.

- Regular meet and greets with community members and donors.
- Ongoing analysis to understand how to better engage and grow relationships.
- Small, focused presentations where important groups learn first-hand about the work of the Institute.

Continuous Professional Development

Grow opportunities for staff to continuously learn and develop skills as professionals in this field.

- Training covers skills required for individual roles, as well as general professional management skills.
- Continuing education (or “CE”) model similar tracks progress..
- Think in terms of staff career path within and beyond the Institute.

Communications Strategy

With intention, communicate the Institute’s story to each of our distinct constituent groups.

- Tell the Institute’s story to each spoke on the Relationship Wheel. Who needs to hear what and how do they need to hear it?
- Ad hoc Communications Committee of board, staff, and volunteers to augment the efforts of staff professionals.

WITH GRATITUDE...

Many, many organizations, foundations, and people help us in the work that we do, far too many to mention. We would however, like to offer our heartfelt thanks to our operational partners without whom we could not accomplish our mission.

OUR OPERATIONAL PARTNERS:

- Providence Police Department
- City of Providence
- City of Pawtucket
- City of Central Falls
- Lifespan Hospitals
- The Office of the Attorney General of Rhode Island
- The National Network of Safe Communities

Dr. Martin Luther King Jr's Six Principles and Practices of Nonviolence

Principles

Principle One, Moral Courage: Nonviolence is a way of life for courageous people.

Principle Two, Beloved Community: Nonviolence seeks to win friendship and understanding.

Principle Three, Attack Evil, not Persons: Nonviolence seeks to defeat injustice, not people.

Principle Four, Practice Charity and Compassion: Nonviolence accepts suffering without retaliation for the sake of a just cause.

Principle Five, Address Inner Violence: Nonviolence chooses love instead of hate to avoid inner violence of the spirit.

Principle Six, Hope and Context: Nonviolence believes that the universe is on the side of justice.

Practices

Gather Information: With whom am I in a relationship and what are our interests?

Share Information: Self educate, built team, ground action.

Strengthen Own Commitment to Nonviolence: Examine own strengths, weaknesses, and practice.

Negotiate with Dignity for All: Are the various interests fairly balanced?

Use Direct Action: As a way to increase creative tension in search for resolution.

Reconcile and Celebrate: Reinforcing and building the Beloved Healthy Community.